

MEMORANDUM FOR: Deputy Director for Support

**SUBJECT : Recommendation for Approval of New Agency
Training Program: CIA Today and Tomorrow**

1. Attached is a proposal for a new OTR course to be entitled "CIA Today and Tomorrow." (Attachment A)

2. Several months ago an OTR Task Force was created to design and develop such a course, which would be aimed primarily, but not exclusively, at those employees who have been in the Agency from 5-10 years and recent overseas returnees. It would be another link in our series of "across the board" courses, but it would be different from Intelligence and World Affairs, Midcareer Course, the Advanced Intelligence Seminar and the Senior Seminar, in that it would be developed as a brief survey type of program.

3. The objectives of the course are listed in Attachment B. Briefly, it would provide those attending with a current look at the Intelligence Community, a chance to hear qualified speakers discuss new trends and programs in the Agency, and hopefully, gain a new appreciation of the Agency's responsibilities and accomplishments.

4. To assist us in determining the need, nature and scope of such a program, we queried a number of Agency training officers. Their responses often reflected the views of their Deputy Directors and other senior officials. All responses were favorable, some enthusiastic. (They are summarized in Attachment D.) There was, however, a wide difference of opinion as to whether the program should be run for large groups in the auditorium, or for small groups in a more informal environment.

5. In view of the large numbers of employees who, in the opinion of the training officers could profit from such a program, we

feel that the large-group approach, although providing less opportunity for student participation, would nevertheless meet the overall goals better. Furthermore, using the classroom approach would impose a restrictive factor (in terms of student selection) which we feel would not be desirable. There are many, for example, who will never take either the Midcareer Course or the AIS; for them, this may be the only way for them to obtain in a training situation, an updating and broadening of their knowledge of Agency activities.

6. In a sense, this would be an Agency-wide "Trends and Highlights" course, but we feel another name should be used, such as CIA - Today and Tomorrow to avoid confusion with the DDS "Trends and Highlights." It would in no way become a substitute or replacement for the latter, as the objectives are quite different.

7. We are, therefore, recommending a three-day program (Attachment C outlines a suggested type of schedule) to be given periodically in the auditorium for sizeable Agency-wide groups. We do, however, propose that the first course be a trial running, in Room 1A07, for a group of 50-60 people. This would give us a chance to evaluate the program carefully ourselves, to obtain on-the-spot critiques more informally from the attendees, and also to make whatever adjustments and changes seem advisable before opening it up to an audience of several hundred.

8. With your approval, we will be proceeding with a more specific course design, and planning for a trial run soon after the first of the year.

HUGH T. CUNNINGHAM
Director of Training

Attachments

- Att A - Course Proposal - "CIA - Today and Tomorrow"
- Att B - Course Objectives
- Att C - Typical Schedule
- Att D - Summary of Training Officer Comments

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Agency Trends and Highlights
(CIA - Today and Tomorrow)

Proposal for Creation of a New Training Program

1. The need for an Agency "Trends and Highlights" course has long been discussed within OTR. In recent months a Task Force appointed by the OTR Curriculum Council has been working on the development of such a program. Many Agency people, particularly those who have been students in the Midcareer Course and the A.I.S., have felt, as we have, that there is too long a wait, between I.W.A. and Midcareer, in terms of learning what the Agency as a whole is doing, changes, interrelationships, etc. For example, in a meeting held last December between the Midcareer staff and several recent Midcareer graduates, it became apparent that some students from both the DDI and the DDP, knew little or nothing about what their colleagues in other parts of the Agency were doing before they took the course - indeed in some cases the basic missions of these other Directorates were unknown to them. A very common remark is "I wish I'd had this sooner!" When we consider that the typical Midcareer student has been with the Agency more than 12 years, the need for "something in between" becomes even more apparent. Students in the DDS Trends and Highlights course have also recommended an Agency-wide program of this type.

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2. Assuming that a need for such a program does exist, such questions as length, depth, selection of students, class size, content and many others immediately arise.

3. The Task Force discussed these questions at considerable length and came to the conclusion that a three day course, designed primarily to bring attendees up to date on changes and current developments in the Agency and Intelligence Community, given in a large-group situation, would be the most fruitful way to meet this training need. Ideally, perhaps, a smaller group would be more advantageous from an educational standpoint. However, there are so many Agency employees at any given time who might profit from this type of training, we feel that in terms of reaching the largest audience and conserving speaker time, presenting the program in the auditorium would be more advisable.

4. Our recommendation is for a 3-day full-time course, with a fourth day "optional" to be used by each Directorate, if it so chooses, for more detailed "in house" briefings of its own people. For example, the Clandestine Service could use the fourth day for detailed discussions of operational problems, which would not be appropriate for the group as a whole. We do not anticipate that this course would become a substitute for the DDS Trends and Highlights, as the purposes, objectives and coverage would be quite different. We do in fact, recommend a name change for the new course - such as "CIA - Today and Tomorrow" - to avoid confusion with the DDS course.

5. We recommend that the course be run 3-4 times a year in the Headquarters auditorium for groups of about 200. We feel strongly, however, that the first course should be a pilot running in a classroom milieu for about 50-60 people, where we can feel our way, and also obtain the advantage of an intensive on the spot critique from the students. Although registration requirements should be flexible, we feel that those who would profit most from such a course would be those who had been with the Agency 5-10 years, and recent overseas returnees. (We would expect that the 1/2 day "CIA Review" would be abolished once the new course gets underway.)

6. Our present inclination is not to shoot for too many high-level speakers, but to draw heavily on the expertise of middle-level Agency officers and OTR instructors, where appropriate. We would, however, hope that one or two senior Agency officials would participate each time.

7. The objectives for this three-day program are spelled out in Attachment "B." Basically, they are concerned with updating the attendee, familiarizing him with current Agency policies, and broadening his perspective beyond his own level of responsibility.

8. Attachment "C" shows what a typical schedule might look like. Emphasis would be on obtaining a broad, yet intensive view of the intelligence community and the Agency as a whole. We would try to balance

the program between presenting, on the one hand, a general review and updating of the intelligence community and the Agency; and on the other hand discussions on topics of current interest at the time the course is being run (e. g. the SALT talks).

9. We feel that the creation of an "Agency Trends and Highlights" course would fill a gap which now exists in our sequence of "across-the-board" courses - i. e. courses like the Midcareer and the A. I. S., which attempt to treat the Agency and the Intelligence Community in their totality.

10. It should also be noted that many professionals will never take the Midcareer Course; for such people, attending this program might be the only way of acquainting themselves periodically with trends and developments in the Agency and the intelligence community.

ATTACHMENT B

Objectives for 3 Day Course

To increase the effectiveness of the student in the performance of his duties by:

- a. Updating him on recent developments and future programs in the Agency and the intelligence community.
- b. Familiarizing him with current Agency management policies and practices.
- c. Providing greater knowledge of the missions, functions and interrelationships of the four Directorates, thereby widening the student's perspectives.
- d. Providing renewed appreciations of the Agency's responsibilities and accomplishments.

Typical Program for a Three-Day Full Time
"Agency Trends and Highlights"

Day #1

1. The World Situation and Its Implications for CIA
2. The NSC and the Intelligence Community
3. CIA's Mission Today
4. How the DDI Supports the Policymaker
5. The International Economic Scene - The Role of Intelligence

Day #2

1. The Collection and Production of Scientific and Technical Intelligence.
2. Computers and Information Science - Their Contribution to the Intelligence Profession
3. Photo Interpretation - A Critical Intelligence Tool

Day #3

1. The Clandestine Service Abroad - The Changing Operational Environment
2. Current Developments in the Support Field
3. International Drug Problems - The Agency's Role
4. Personnel and Security Matters of Current Concern
5. The Agency - Present Priorities and Future Trends
(Executive Director-Comptroller or other Senior Official)

OSI

OSI is in favor of it. It has been reviewed by our Director and everybody agrees. We think it would be a good thing, and we can guarantee that we will send students.

OCS

We did some man-in-the-street kind of thing -- just trying it on for size. Everybody is very receptive and they consider it an excellent idea. It is a very good course plan. One person mentioned, however, that the site might better be out of the area to get them away from business things. Secondly, one benefit of such courses is the contacts that are made, and this should not be made incidental. Another comment was on the matter of closed circuit TV for speakers. One of our people said that perhaps Mr. Colby and DCI could present their views. They all believe it is an excellent idea particularly for those who might be too old for Midcareer.

DDS&T/TRO

It's a great idea. Excellent! Could see nothing that would be better from the Agency's standpoint because most of the people do not get the opportunity to take the midcareer course, and this is true in most career services. On Friday, Mr. Duckett interviewed--in the morning--the people in the DDS&T who are going to the next Midcareer...and in the afternoon, Mr. Steininger interviewed those who just completed the midcareer...one of the things that came out from the people who just completed was that they had learned a number of things that were going on that they were completely unaware of until they took the midcareer course. There were quite a few guys in the class from the DDP who didn't even know that a DDS&T existed... this is hard to believe, but that's what they said. In my opinion this new course has been a long time in coming, and I'm all for it. Sure hope it runs.

TSD

1. I think it should go back to being called CIA review... T & H sounds too "hollywoodish" to me...

2. Are we, TSD, going to have an input...we would like to make a presentation, our problem is that we do not meet the people as much as we should, and we would like to be a part of it. We would like to have a two hour slide show which gives an overview telling what TSD does and would have a question and answer period afterward.

OF

STATINTL OF solicited opinions from the Director of Finance, Tom Yalc, and also two Division Chiefs, [REDACTED]. Their unanimous feeling is that this proposed course is an excellent idea. In the light of contributing some constructive criticism, they have two comments:

a. OF questions the inclusion of group discussions in a course such as this. With the aim being an over-all updating on the Agency, they feel a lot of time might be wasted in such discussions, with students feeling they just have to contribute something. Possibly, some evening sessions might be substituted for informal "rap" sessions.

b. In a discussion of "Trends" for the future, OF suggests that consideration be given to a "wrap-up" speaker from the higher echelons of the Agency, e.g., Executive-Director, or possibly the Director, to give real meaning to the subject. In summary, OF likes the idea, will send students, and encourages the development of such a course.

CRS

The attached has been reviewed by selected CRS officers and the Office of the Director, CRS. It is unanimous that this course is a great idea and fills a gap that has been in evidence for some time. In fact, CRS has just worked out a training framework for its people in which this course has been included for every category of professional employee at the middle-grade levels.

The following are CRS suggestions for changes as far as benefit to their own people is concerned: 1) Grade level: GS-09 thru -12; 2) Age: 25 to 35/40 years; 3) Length of Service: 3 to 15 yrs. (With enough flexibility on the above for valid exception.)

Mr. Eisenbeiss also indicated that hopefully Objective C (Attch. A) would be heavily emphasized, and the broad overview minimized. That is, that specifics are needed more than generalities - that people need to be able to relate their jobs to the Agency, rather than the Agency at large relating to the employees' jobs.

Comments of DDP Senior Training Officers -
[REDACTED]

STATINTL

STATINTL

STATINTL

[REDACTED] met with [REDACTED] on 3 November. They had read the 11 October draft of the Agency Trends and Highlights course and had the following comments:

- a. Feel the CS would be much in favor of such a course.
- b. They would prefer a large group approach (i. e. auditorium) rather than a small group in either Hqs. or Chamber of Commerce Building. Reason: There are too many DDP people who could profit from such a course. If a major objective is to be updating and reorientation, there is little need for the small-group discussion approach.
- c. They feel this would be particularly helpful to those coming back from their first overseas tour. Also, secretaries should be included. There should be no grade limit.
- d. DDP would prefer (a) that the course be given at Hqs (b) that it be given on five half-days rather than three full days.
- e. They do not favor using an out-of-town-site.

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Comments of A/DDI

Would prefer small group which would allow for effective dialog among students.

Comments of Office of Communications

Suggests minimum grade of GS-11....would prefer to get a larger segment of CIA's population with larger classes of students who would benefit from such a familiarization/updating course....prefers high-level speakers....this course would not diminish need for DDS Trends and Highlights....feels Midcareer seminar approach not appropriate.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report for CIA Today and Tomorrow No. 1-74
25, 26, 27 September 1973

FROM:

C/IMB/11

EXTENSION

NO.

2127

DATE

11 October 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/II

10/11

10/11

[Handwritten initials]

2.

C/PDS

10/10

11 Oct

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3.

DTR

10/11

11 Oct

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14.

C/II

926, C of C

15.

C/IMB/11

922, C of C

Well Done. Keep a good eye on this

With such a large audience we need to make this a hard hitting - fast moving, fascinating course.

Could you consider conducting discussion with the group - after each speaker - or at the end of each day? Can speakers be reduced to 30 minutes - or 40?

Can you vary the fare?